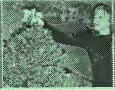




College Action plans
Marketing Committee 3



College plans ready
for Year 10



Children's
holiday season
party 12

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city college news

A Bulletin For And By George Brown Employees

The Change Project — time for action

On December 15, 1999, President Frank Sorochinsky announced the College's Action Plan. The following day, the Action Plan started to be distributed to all staff. The following is excerpted from a recent interview with Michael Cooke, Co-ordinator of the Change Project.

Q: What is the Action Plan?

A: The Action Plan is a 14-point plan that articulates the College's response to all of the ideas and input at the October 28 and 29 forums, and the November 19 and 20 meetings. It's an attempt to craft those ideas into concrete actions that will drive the change process.

Q: Who wrote it?

A: The Action Plan is rooted in the October 28 and 29 "Building Our Future" forums — the ideas generated by the participants on those two days. The second step in the process was the prioritizing and action planning work done at the November 19 and 20 "Action Planning Days" meetings. And thirdly, the final draft came together with the help of the College's Management Committee, the union leaders and the Senior Management Group.



Susan Heximer was chosen in early December to chair the Change Project's Implementation Committee. She is the Co-ordinator of the Redirection Through Education program.

Q: How will I be involved in the change project? How will my voice be heard?

A: The Action Plan calls for the creation of quite a few committees and task forces. As well, every department has its own work plan, which offers many opportunities for involvement. The Action Plan requires that Management Committee meets with staff and students to make sure they have the information they require.

Q: What is the Implementation Committee?

A: This committee has four roles:

- 1) to monitor the implementation of the Action plan;
- 2) to encourage participation;
- 3) to ensure two-way communication; and
- 4) to evaluate progress.

Q: Who is on the Implementation Committee?

A: The Implementation Committee is comprised of 16 people who represent a cross-section of the College community. These people have demonstrated not only leadership skills, but also a commitment to the change process. The Chair of the committee is Susan Heximer. Susan is the Co-ordinator of the Redirection Through Education program in the Faculty of Community Services and Health Sciences. The committee members are: Jennifer Cooke,

Professor, Faculty of Community Services & Health Sciences; Jane Dietrich, Registration and Information Services Assistant, Registrar's Office, Fran Dungey, Chair, School of General Arts & Sciences, Faculty of Business & Creative Arts; Nicole Hamilton, Student Association Vice-President, Nightingale Campus; Marianne Marando, Professor, Faculty of Business & Creative Arts; Roger Maurer, Professor, Faculty of Hospitality & Tourism; Cynthia McDonagh, Student Assistant, Student Affairs Department; Paul Miskin, Professor, Faculty of Business & Creative Arts; Brenda Pipitone, Co-ordinator, Faculty of

College seeks government funds for new facilities

George Brown is asking the provincial government for money to help build new facilities at Casa Loma and St. James campuses, as well as to build a Centre for Studies in Community Health, operated jointly with Ryerson Polytechnic University at the university's campus.

The new facilities would add high-quality teaching space that would allow the college to develop new programs and accommodate the extra 1,800 new full-time students a year it is expecting by 2003.

That increase is expected as a result of the growing number of college-age people in the Toronto area, coupled with the "double-cohort" of high school graduates in 2003.

The college has made two applications for funding from Ontario's \$20 billion Super Build Growth Fund, the second jointly with Ryerson. Decisions from the government are expected by March 31, 2000.

Continued on page 12

Continued on page 11



from the president

Frank Sorochinsky

On December 15, a College-wide Action Plan was distributed to all staff. We can all claim some ownership of this plan, as its development began at the "Building Our Future" forums, held on October 28th and 29th. The ideas, suggestions and concerns which arose at those forums have been focussed and streamlined by the Action Planning Team which met November 19th and 20th.

Some of the actions presented will take place and produce results immediately. Some will take time to come to fruition, but we need to start now. The actions outlined in this plan have College-wide implications. This plan is supported and complemented by plans developed by every faculty and department across the College. Many of you have been involved in the development and early implementation of these faculty and departmental plans. It is important to remember that

both the College-wide and faculty and departmental plans are dynamic — they will be enhanced by your participation.

If we are true to our objectives, these College-wide and departmental actions will make a significant difference here at George Brown College, in all aspects of what we do — in our academics, our services, our equipment and facilities, in our staff development, and in the way we work together. You have a role to play in all of this. I need each of you to be active in the initiation of change — in your office, your department, your faculty, your College. This is all about the future of our students, ourselves and George Brown College.

On a final note, I would like to wish everyone an enjoyable holiday. I hope the New Year finds you, your family and friends, safe, healthy and happy.

The Women's Centre Food, Clothing & Toy Drive needs your donations

The College's Women's Centre is collecting items for families in need during the winter months. Help put a smile on a child's face by making a donation at any of the Women's Centres. Accepted items include food baskets, non-perishable foods, clothing (new or gently used), toys and gifts. Casa Loma — Room 215 (for information, call ext. 4038); St. James — Room 129 (ext. 2725); Nightingale — Room 114 (ext. 2760).

Forum Q & A — Part 2

Here is the second installment in our series of the most thought-provoking questions and answers from the two question-and-answer periods at the College's "Building Our Future" forums in October. Questions were asked by staff and faculty, and responses came from the Management Committee — President Frank Sorochinsky; Vice-President, Academic Maureen Callahan; Vice-President, Corporate Services Bob Struthers; Vice-President, Human Resources Sally Roy; and Michael Cooke, Dean of Community Services and Health Sciences.

Q What will be different, and what resources are available for this change project?

A (Michael) We have a checklist that shows places where we can move forward in the process. There will be a number of check points outlined so we can see whether what we have committed to is actually happening. About resources, I understand the Management Committee has set aside money in this fiscal year and has committed to do so in future fiscal years, to provide essential resources for us to be able to move forward. The proof is always in the pudding and that can be seen in this room. The College has put aside the resources to enable the process to begin and I feel confident that the College will continue to do that competently and effectively.

(Frank) Some of the actions that will take place will require a fair amount of money, particularly for facilities. We're re-submitting a proposal under the Super Build Fund that the government has announced for a very significant improvement in our facilities, that would bring new facilities to all of our campuses and help upgrade those that are there. We should also keep in mind that the demand for what we do is going to grow. We're not doing something that's going to die — it will grow particularly in the G.T.A. We're going to need more and better space. We're going to try really hard to get money from government and through fundraising and so on. Facilities are our big expenditure and we're getting ready to do that.

Q We're here to get other people's perspectives on what we do here at George Brown. If you had a magic wand, what one thing would you change at George Brown, and what one thing would you keep?

A (Frank) What I would keep — the sensitivity and caring for students; the caring we have for each other. What I would get rid of is the gross inefficiencies in day-to-day things that we should get right and we don't. (Maureen) The commitment to and celebration of diversity that is very key in this College. It's one of the best things about us. What I would get rid of is decision-making within silos or within very narrow places, and instead I'd like to see more cross-functional decision-making and communication.

(Michael) I would get rid of communication systems that either don't work well or don't work well enough. And I would keep and grow the tremendous diversity of our student body and our staff.

(Bob) In the next eight months, I want to leave the College with a seamless registration system for students.

(Sally) I believe in the sense of community and pride of purpose.

College hosts Marketing Competition



George Brown's team for the 1999 Ontario Colleges' Marketing Competition. (Back row): Mary Jo Vradis, Monica Sirohi, Penka Antonova, Camon Sit, David Naranjo, Erin Gamelin, Jerry Jarosinski, Maria Mackinlay, Prab Gill, Camille Lovell, Jamil Zalevich; (middle row): Karin Quik, Norman John, Sarah Nguyen; (front row): Marketing Professor Marianne Marando and Michael Wilson.

For the first time in its 18-year history, George Brown hosted the annual Ontario Colleges' Marketing Competition. Under the direction of event organizer Suzanne Kavanagh, Co-ordinator of the College's Sport and Event Marketing program, over \$50,000 was donated by corporate sponsors (such as Marketing Magazine, TD Waterhouse and Home Depot). The sponsors also donated an array of gifts, including cell phones and T-shirts.

The College finished in sixth place overall and also had three individual winners: second place for Camille Lovell (Marketing Quiz Bowl category); first place for Monica Sirohi (Marketing Research category); and two third-place winners, Jerry Jarosinski and Sarah Nguyen (retailing category).

This year's event — which took place both at the College as well as Toronto's Sheraton Centre Hotel — had the highest-ever amount of student participants representing 14 colleges.

Included this year was a Quiz Bowl, case competitions, marketing simulations, job interviews, sales presentations, and a career fair for information-gathering between events. Each hour-long category event was divided into two segments — preparation time for the students, and judging by a panel.

There were plenty of staff and students — both past and present — involved in making the competition run so smoothly. A 1997 graduate of the College's Sport and Event Marketing program,

"I'm very proud of how well our students did this year,"
says Kavanagh

Continued on page 10

Forum Q & A — Part 2, cont'd from page 2

Q If we're committed to change, then what accountability do we have in terms of participating in this process? Is that going to also be a part of this process?

A (Michael) Every department and division in the College is expected to submit a plan detailing what you are doing in your respective areas. The plan calls for action, a time frame for the action, the resources required for the action, and how you will know if you're successful. If you're not aware about what is being done in your division, then you need to speak to your dean or director, and ask to see that plan, comment on it and debate it. Hopefully, that will act as a template for both being clear about what you're committed to doing and also for what you are accountable for responding to.

Q How will people be reassured that coming forward will be effective?

A (Frank) It will be a bigger problem for me when I hear that people are not coming forward because of that fear. Sometimes it's the transition that makes people feel awkward or afraid and it's going to take some time for that to change in their minds. I want everyone to feel assured that they need to come up, and we're not going to allow people to be put down or be negatively affected because they have ideas about how to improve the place. The whole process involves putting the negatives on the table so we can get the positives. I can't say it loudly enough that everyone needs to say what they don't like about the place and about what people are doing.

Q If we focus on the brightest and the best of our students, will we change the sector of society that we serve?

A (Maureen) The purpose of community colleges is to provide access to post-secondary education for anyone who wants it and provide appropriate support for a fairly broad cross-section of needs and abilities. Some colleges may wish to go very high-end and focus on only high-tech, or high-end programs and pitch their programs to the brightest and the best.

I don't think that's the direction that George Brown people want to go. I think we need to be conscious of our demographic and responsive to the range of students that want to come to George Brown, and the range of occupations they wish to enter. I don't think that means we have to be only one thing. I think that we can very easily have some programs that are very high-end and do focus on very highly qualified candidates, and only those qualified candidates would be able to do those programs. At the same time, we need to have appropriate preparatory programs available to enable students who would like to take the higher-end programs. Because if we don't, they have no place else to get that kind of preparation. So, I would hope that we would continue to be responsive to the demographic (to students who we serve according to our location, and students we are mandated to serve due to our strategic direction and programming) and that our focus would be on ensuring every student who graduates from every program is competent in the outcomes associated with that program, regardless of where they were when they started. The way we would do that is by having the appropriate programs in place.

Change Project Q&A

AN OPEN RESPONSE FROM THE MANAGEMENT COMMITTEE

The Q&A sessions at the "Building Our Future" forums and the Action Planning Days generated significant interest on the part of participants. Over 200 questions were developed by table groups during these events. Many of the questions were answered at the day or have been answered subsequently as the Change Project unfolds, particularly in the announcement of the College-Wide Action Plan.

However, participants asked for written responses to questions that may not have been answered yet. The Management Committee has reviewed all the questions, identified the key themes they raise, and prepared the following summary responses.

Academic Excellence

Maureen Callahan has developed a framework that identifies the priorities for achieving academic excellence. The framework focuses on program quality, the quality of the learning experience and student preparedness for success. In the coming months, Maureen will meet with all divisions to discuss the framework and to develop strategic actions ensuring that GBC's academic performance meets the criteria outlined in the framework.

Many questions focussed on the perceived tension between academic standards and access. Access is a vital element of GBC's

mission. Academic excellence will be ensured by a clear definition of entrance requirements coupled with excellent systems for skills testing, student advisement and remediation.

Leadership

Many of the questions ask for clearer and more decisive leadership from the college's senior managers. We are committed to meeting this demand. At the same time, we believe that the Change Project will only be successful to the degree that staff at every level are committed and empowered to exercising leadership in their respective work.

Support Staff

It is clear from the questions that support staff often feel uninformed, undervalued and disempowered. Through the Change Project, we must identify specific changes to information flow, to the consultative process and to manager-staff relations that give support staff the ability to act independently and to be recognized for the unique role they play.

Participation in The Change Process

Many staff members are looking for concrete ways to be involved in the change process. Each department has developed a work plan that should offer staff lots of opportunity to be involved. While a lead person will be accountable for each item in the College-Wide Action Plan, the success of the work will depend on the active participation of staff in the various taskforces charged with specific components of the work. Further, as The Change Project proceeds, there will be regular opportunities to participate in focus groups and feedback sessions.

Recognition

A number of questions point to the fact that staff feel that their contribution is neither solicited nor recognized. The College-Wide Action plan calls for a new, comprehensive recognition plan to address this problem. As well, through The Change Project, we need to expand considerably the way we practice consultation, communication and feedback.

Resources

Understandably, staff members want more information about the resources available to support the work of The Change Project. As was demonstrated at the Nov. 19-20 Action Planning Days, many of the required changes do not cost money or time. In fact, many will save both time and money, thus freeing up resources for new initiatives. Secondly, the Management Committee intends to allocate about \$1.5 million in each of the next three years to support the College-Wide Action Plan. Finally, we are actively engaged in a range of fund raising initiatives through the Ontario government's Superbuild Fund and through the George Brown Foundation.

As well, staff want to know more about the college's finances. The audited statements are available in the college libraries. In addition, quarterly financial statements will be placed in the college libraries and members of the Management Committee will be available to meet with staff groups on request.

While the college has retired its debt, our future financial stability depends on meeting enrolment targets, on providing high quality programs and services, on developing new programs that meet the learning needs of the groups we serve, and on wise utilization of the resources we have.

Professional Development

In several questions, staff pointed to the need for a more comprehensive and focussed professional development program if GBC is to achieve its transformational goal. The College-Wide Action Plan calls for an integrated human resources plan that anticipates our professional development needs and provides significant support for courses, secondments, exchanges, etc. to ensure the currency of our staff.

Timelines/Benchmarks/ Measurement/ Evaluation

Staff want to be assured that The Change Project will be sustained. The College-Wide Action Plan and the departmental work plans include specific timelines, measurements and evaluation mechanisms.

Union-related Questions

A number of questions were addressed to the Union leaders. We have forwarded these questions to them for their consideration.

Note: The weakness of the Q&A format is that it suggests that one group has all the questions and another group has all the answers. In fact, we all have questions and uncertainties about the future. And we all hold a part of the answer in our experience, our commitment to change and our relationships with each other. It is in this spirit that we offer the above responses. The real answers lie ahead in the work we accomplish together.

The Management Committee

"From Words to Action: Getting the show on the road"

A final report of the Action Planning Days

— by Michael Cooke,
Change Project
Co-ordinator

Introduction

This report provides a synthesis of the Action Planning Days held on November 19th and 20th, 1999, a key next step in The Change Project and in George Brown College's commitment to be known for its academic excellence. A complete record of the proceedings will be available, on request, along with those of the October sessions, by December 15, 1999.

Close to 100 participants were selected from over 150 volunteers, representing a wide cross-section of the College's staff team. They spent 14 hours over two days distilling, prioritizing and developing action plans from the hundreds of ideas generated at the "Building Our Future" forums on October 28-29, 1999. (See the report "A Passion for Change", published in the special edition of City College News, November 3, 1999).

The work was intense and productive. The enthusiasm was palpable in the room as table teams tackled complex sorting, clustering and planning activities. The experience demonstrated the College's potential to embrace change wholeheartedly, to think strategically about the work ahead, and to collaborate effectively to build much-needed action plans.

Framing the Task

The Friday session began with remarks from facilitator Kathleen Howard and Change Project

leader Michael Cooke, followed by an address from Frank Sorochinsky, GBC President. The opening statements established the basic parameters for action planning: the College's mission statement, its strategic direction, its budget and the enrollment-driven funding formula.

The group was asked to cluster the proposed actions according to the strategic portfolios of the Management Committee, namely: academic excellence, program development, human resources/organizational culture and systems/facilities management.

Leading Action Ideas

Teams reviewed the mountain of action ideas generated during the October sessions. The ideal features of GBC in 2003, including "Teamwork," "Promoting Learning," "Excellence," "Diversity" and "Leadership and Communication" were grouped together under one of the three strategic areas noted above: "Facilities and Systems," "Academic Excellence" or "Human Resources." Each team clustered similar and complementary ideas, and developed descriptive action ideas that were voted on by the whole group. Thirty-four action ideas were voted on; 13 emerged as those most strongly endorsed by all participants. A synthesis of these priority actions is listed here:

A. Student Success

- Enhance classroom excellence by reducing class size and

facilitating student/teacher interaction.

- Ensure a high level of teaching performance by orientation programs, training and professional development and evaluation.
- Develop and refine a comprehensive and appropriate spectrum of services to support applicants and students from recruitment through to graduation.

B. Communication

- Implement a seamless communication structure/system that will ensure everyone in the College has accurate and up-to-date information.
- Expand and improve college-wide technology and information systems that allow everyone to communicate effectively and consistently.

C. Human Resources

- Develop an HR strategy that addresses hiring practices, includes a policy on full-time and part-time staff, deals with renewal, provides orientation for new staff and reflects best practices at other colleges and universities.
- Make professional development and training available to all staff by providing increased time, funding and resources.

D. Staff Recognition

- Develop a system that encompasses a variety of ways of celebrating and rewarding staff excellence and service.

E. Autonomy, Empowerment and Leadership

- Create a working environment that allows staff to do their jobs better by allowing more freedom to act, by supporting independent decision-making, by fostering creative thinking and by providing adequate tools to do their jobs.
- Demonstrate leadership (at all levels) that illustrates a learner-centred focus by publicly encouraging and supporting initiative/risk-taking, respect, active listening and consultative decision-making.

F. Accountability

- Develop a system of accountability recognized by the College community, including annual performance reviews, follow-through on decisions and acknowledgement of mistakes.

G. The College Environment

- Develop an environment that fosters safety, respect for property and persons, responsibility and pride in ownership; and zero tolerance for breaches of security.
- Ensure College-wide maintenance and respect for cleanliness and hygiene.

H. College Facilities

- Maximize the usefulness of existing facilities and create the space necessary to accommodate the ever-changing needs of the College population.

From Words to Action, cont'd from page 5

I. Technology

- Integrate state-of-the-art technology into the College by equipment acquisition and allocation, comprehensive training for all staff and widespread, innovative use of instructional technologies and communication.

J. Marketing

- Develop strategies to market the College better, to develop corporate partnerships, to attract students to enroll, to obtain government funding, and to raise the public image of CBC.

Other action recommendations included changes or improvements to diversity, supplementary services, industry involvement, and a variety of additional communications issues.

Management Response

The Management Committee considered and endorsed all 34 action ideas, and gave detailed responses to the top 13 proposals. They offered general strategic suggestions to contextualize the development of specific action plans, outlining previous and ongoing work in the area and strategic considerations from a management perspective.

Developing Action Plans

Table groups developed detailed action plans for each major action idea. Although each plan was distinctive, reflecting the perspectives of the group that developed it, all the plans had a number of elements in common:

- They emphasized the value of conducting an inventory of

"what-is" and best practices, to avoid "reinventing the wheel."

- They focused on concrete strategies, and included specific steps, time frames, participants' roles and responsibilities, outcomes and measures of success.
- They emphasized the importance of effectively and regularly communicating evidence and results of change.
- They stressed the need for long-range planning.
- They fostered a climate of autonomy and accountability.

What Next?

Over the two days, the following themes recurred:

- individuals were anxious to begin work and wanted specific mechanisms for acting;
- concerns that some substantive issues hadn't yet received focus and may not get addressed;
- the need for the Management Committee to continue nurturing the environment of change; and
- the need for visible, measurable follow-through.

The Management Committee reiterated its position that this wasn't the final list of changes required within the College, but rather a prioritized starting list.

In closing the two days, the Management Committee made the following commitments to all participants:

1. College-Wide Action Plan

- The College will publish and distribute an overall Action Plan that contains time lines, accountability and means of measurement by December 15th. This Plan will reflect and build on the work done during the October and November sessions, the divisional and departmental plans that have

been in development since the summer, and any other relevant, available input.

2. Multiple Opportunities for Involvement

- The College President will appoint an Implementation Committee by December 3rd. It will be comprised of 8–12 individuals representative of the College community, and will be responsible for monitoring the Action Plan, ensuring adequate communication, and making sure that there is efficient and effective liaison with other working groups.
- By January 2000, the College will announce task groups, working groups and other appropriate teams in each strategic area. These will provide ample opportunity for involvement.
- As well, deans and directors will create working groups for projects specific to each department. These will provide an opportunity for local involvement.

- Ideally, Union Locals will also develop their own activities, offering further opportunities for involvement to their members.

3. Effective College-wide Communication

The Management Committee recognizes the crucial role of effective communications in the success of the Change Project. Initiatives to provide for this contact will include:

- The questions raised in both the October November sessions that were not answered publicly will be summarized and published by December 10.
- Proceedings of October and November events will be made available in a single volume (approx 225 pages) to anyone in the College, on request.
- A College-wide communications plan to encompass concerns expressed during the November sessions will be announced and/or published in January 2000.

Conclusion

In their closing remarks, both Frank Sorochinsky and Michael Cooke once again commended the group on two days of intensive effort, and reiterated that the results would form the foundation of the substantive changes necessary to achieve George Brown College's strategic goals.

Michael Cooke likened the initiative to his experience cycling in the Laurentians: even though it seems that the hill ahead is long, steep and insurmountable, a look behind assures us that we have already made considerable progress. As he noted, "It's easier to climb even a huge hill once you've got some momentum going."

Feedback from the two days was overwhelmingly positive. Indeed, one table group requested that buttons be prepared that identified session participants as part of "The Change Project" to "give an opportunity for other staff to ask questions about the action plan for progressive change." Their request was supported by most of their colleagues. In general, participants indicated they felt hope and optimism, and expressed their commitment to remain fully involved and supportive of the project.

In the end, the real challenge is: can the College community mobilize itself to move from words to action? Can it, indeed, "get the show on the road"? The proof, as they say, will be in the pudding.



David Wolfman and co-host Lorna on the television set of "Cooking with the Wolfman™."

George Brown professor teaches students and TV audiences

As Professor of the College's Aboriginal Cuisine program, and host of its own weekly show on the newly-created Aboriginal People's Television Network (APTN), "Cooking with the Wolfman™," David Wolfman is busy these days.

The Aboriginal Cuisine program — a module of the Chef Pre-employment program at the Faculty of Hospitality and Tourism — has been lengthened in duration since last year. It will

be offered starting in May, 2000, for seven weeks. "Students specialize in First Nations Cuisine," according to David, himself from the British Columbia tribe Xlxiip (pronounced "calklap") "...by learning various native food preparation skills, such as smoking and curing of venison, buffalo, fish, and also furred and feathered game." Students taking this program, including Aboriginal Canadians, also learn about First

Nations culture, heritage, language and practices. Field trips and visits from guest lecturers are a big part of the program.

But back at home, David's students can watch him every Thursday at 4 p.m. on Channel 74, which is available to all basic cable subscribers. The half-hour show is repeated on Saturdays at 2 p.m., and again on Sunday mornings at 2:30 a.m. He describes the show as, "Aboriginal Fusion — traditional foods with a modern twist", and tells a story to exemplify this description: "For one show, part of the meal we made was salmon wrapped in tortilla bark on a sweet potato garlic mash. But the salmon had been wind-dried, and we discussed traditional methods while we were preparing the dish."

Helping to make the show so lively and informative is his co-host Lorna, an Ojibway Canadian

woman with a great sense of humour and an even bigger sense of curiosity. She spends a huge part of the show questioning David about the origin of the foods they are preparing, the history of the methods they are using, and how the viewing audience can use substitutes, such as using canned fish instead of the freshly smoked variety.

The half-hour show is filmed live-to-tape and broadcast across Canada. David researches and co-writes all the shows with his wife, Heather Wakeling. He also has a website for the show: www.cookingwiththewolfman.com, where he mentions George Brown and his program, and also provides a recipe of the month. Suggestions and comments are always welcome. Keep cooking, David!

For more information, call David Wolfman, at ext. 2265.

Holiday Recipe

Wild Rice and Spy Apple Stuffing

- 2 cups cooked wild rice
- 1 medium spy apple, diced finely
- 2 medium eggs
- 1/4 cup cup chopped raisins
- 4 slices white bread, diced, crusts removed
- rubbed sage, salt and pepper to taste

Directions:

In a stainless steel bowl, thoroughly mix all the ingredients together. Place in the middle of a waxed paper sheet and shape like a log. Roll up into the paper and twist the ends. Wrap in foil and bake at 325 degrees Fahrenheit for 20 minutes. Remove from oven, unroll and slice into bite-size medallions. Makes 6 portions. Enjoy!



Another first for George Brown



Proud recipients of the John O. Maxwell Endowment Awards pose for the camera. (Back row): Richie Catequista; Katie Hamilton; Fred Ferencsik; Stephen Bury (on behalf of John O. Maxwell); Faculty of Hospitality and Tourism Dean Ron Thompson; and Marcia Fedrigo. (Front row): Michelle Nochomovitz; Karen Davis. (Missing): Raymond Gordon; Krista Soltys.

"Eighty-five," said Michael Cooke, Dean of Community Services and Health Sciences. "...That's about the percentage of George Brown College students who need some form of financial support at some point during their time here." He made these remarks during his closing speech at the College's Ontario Student Opportunity Trust Fund (OSOTF) Entrance Awards ceremony, held at Siegfried's on November 2, 1999. The College responded to this need by presenting 25 George Brown students with OSOTF Entrance Awards that evening.

President Frank Sorochinsky conveyed the incredible opportunity OSOTF represents: "The education you receive here will enable you to make a difference — for yourselves, for your employers and for your communities." He also thanked The George Brown College Foundation and its Board of Directors for

spearheading this fund raising initiative on behalf of the College.

Awards were presented from Scotiabank Endowment, John O. Maxwell Endowment Awards, Bank of Montreal Endowment, CIBC Endowment, Royal Bank Endowment, TD Bank Financial Group Bursary, and The De la Salle Bursary Fund.

Representatives addressed the audience, giving reasons why they had decided to contribute to the OSOTF. Janet Greaves, Royal Bank's Manager of Donations for Ontario spoke for many of the representatives when she said, "when we were asked to help the students of George Brown College through this initiative, we couldn't have said 'yes' fast enough!"

"One of the most exciting elements of the OSOTF is seeing this level of community and corporate support for George Brown," says Margo Sheppard,

the College's Foundation Director. She adds that, "no other college or university in Toronto has a ceremony specially dedicated for this initiative, and the donors were sincerely pleased that they could personally meet the students who will benefit from their donations.



Janet Greaves, the Royal Bank's Manager of Ontario Donations, with one of the Bank's endowment recipients, Rebecca Brisco.

As Foundation Director, I am thrilled by these new corporate relationships. It's a clear sign of great things to come."

Maureen Callahan, Vice-President of Academic and Student Affairs, hosted the ceremony. Also in attendance was Rod Macgillivray, George Brown College Foundation Chair; Sally Roy, Vice-President of Human Resources; Peter Olteanu and Audrey Albert from Financial Aid; Ron Thompson, Dean of the Faculty of Hospitality & Tourism; as well as College staff, volunteers and guests.

The OSOTF is a matching gift program that the provincial government initiated in 1996 to encourage the development of college and university bursary and endowment funds. By matching all funds raised on a dollar-for-dollar basis, the College has an endowment of three million dollars that will be designated for student bursaries based on financial need. The deadline for donations to the OSOTF has been extended to March 31, 2000.

For more information about the OSOTF, call Margo Sheppard at ext. 2405.

George Brown graduate nominated for Premier's Award

Roy Roedger, a 1992 graduate of the College's post-diploma Sport and Event Marketing Program, currently in its 10th year, was recently announced as a nominee for a prestigious Premier's Award, in the Business category. The award recipients are chosen on the basis of their academic standing, how their college education has contributed to their career success, what contributions they make in their job, and how they benefit their communities through extra-curricular activities. George Brown nominates at least one faculty or staff member each year.

The awards ceremony will take place in Niagara Falls at the upcoming annual Association of Colleges of Applied Arts and Technology of Ontario (ACAATO) conference, on February 20 and 21, 2000. Premier Mike Harris will sign each award and personally hand them to the six recipients. The categories are: Applied Arts — Creative Arts and Design; Applied Arts — Community Services; Business; Health Sciences; Technology; and an Honorary award for outstanding and significant work done for Ontario Colleges.

Presently, Roy is President of Second Dimension International, a Toronto Sport and Event Marketing company where he began working in January of 1992, as a co-op student while obtaining his George Brown certificate. The company was founded in 1985 and has grown considerably since its early days.

But aside from his professional obligations, Roy has many extra-curricular activities to keep him busy. A former hockey player for Germany and two-time Olympic participant, Roy is able to enlist the help of some hockey-playing friends to raise money for a wide range of charities, both in Europe and here in Canada. The Jennifer Ashleigh Foundation, which helps Canadian families who have terminally ill children, is one recipient of the funds raised by the hockey tournaments in which Roy is involved. Most of the money he raises goes to "children's medical clinics or children's hospital wards" according to Roy. In his home town of Port Elgin, Ontario, he also donates his time to local charitable organizations and committees.

Here in Toronto, Second Dimension is involved with sampling of products and one-to-one marketing — a term Roy describes as "having our staff at the event, and interacting with the public person to person." The company currently has 26 clients, including professional sporting organizations like the Toronto Raptors, as well as companies like Gatorade, Pepsi AC, Fedex and Famous Players. They develop marketing programs with their clients, which includes branding and event planning. As well, they buy, plan and execute commercials, and handle public and media relations for their clients. According to Roy, this means "going to where the target groups are congregated and having a good time, so we are introducing the product or service



The College welcomes the Anshan students and their home-stay families at a November 8 dinner at Siegfried's Dining Room.

Group from China on fast-track with ESL, business program

George Brown is offering a group of business and municipal leaders from the Chinese city of Anshan an intense immersion into English and business practices in Ontario.

The 10 participants in the Anshan Project will spend a year in the Toronto area, living with Canadian families, studying English and Business at George Brown, and getting on-the-job experience in a work placement.

The project is organized by George Brown's International Centre and is supported by the Anshan Bureau for Foreign Investment.

Participants include the directors of an import-export company, the Anshan Foreign Economic and Trade Committee, and the Anshan municipal government.

to potential consumers who are in a good state of mind to find out what our clients have to offer."

Roy uses the example of a recent "grass-roots" event to clarify his point: "We were there at the *Taste of the Danforth* street festival last summer, handing out

The group, which arrived in October, will study English until December. From January until April, they will be integrated into a variety of courses offered by the School of Business. Then, from May until September, they will go on work experience terms in business and industry.

It's an accelerated program that would normally take two to three years, according to International Centre Director Nancy Sherman. "Each member of the Anshan delegation is living with one of our 'home-stay' families, and we know that this experience helps ensure that the group will indeed accomplish all they have set out for themselves, in such a relatively short period of time," she says.

For more information, call Nancy Sherman at ext. 2117.

Pepsi AC tablets to passersby. This was a good place for it because of all the spicy food that people were eating there."

For more information about the Premier's Awards, or to nominate someone for 2001, call Jacqueline MacNeil at ext. 4472.



David Blacker of George Brown's Information Systems Department shows off the CD that he uses to make college PCs Y2K compliant. The disk contains software upgrades, supplied by Microsoft, to a computer's operating system and applications that are intended to keep it functioning normally after midnight on December 31, 1999. Upgrading each computer takes about two hours—and some longer. "One out of three machines is problematic," says Blacker.

Y2K update

The College's preparedness for any system failures in the next millennium has a safety net in place, known by the Information Systems (IS) Department as 'contingency planning'. According to IS Director Ian Barnett, all staff and faculty should rest assured that if they return to work on January 3 to find that anything is not working, "there will be a detailed plan all staff can put their hands on, in hard copy, describing steps to take in order to go about business." Key information will be communicated to all staff and faculty some time in mid-December by voice mail. This information will also be available on the College's website (go to the IS page).

Senior staff in a few key areas — namely Barnett; Registrar Fahida Hanif; Director of Facilities Management Bashar Amer; and Finance Department Controller Ric Ho — have been writing contingency plans, just as a back up in case the checking, testing and vendor assurances prove to have missed anything. "These plans," according to Barnett,

course and is also a former CBC Radio personality. The George Brown Sign Graphics faculty donated their time and handiwork in the production of a huge "welcome students" banner that was hung inside the foyer at the Sheraton Hotel. As well, all of the signs posted outside the conference

"...spell out how operations will be maintained in the event of a Y2K problem, so that the College can continue to operate." Examples include plans for payroll, the Banner system, finance, and the telephone network.

As of December 1, the IS Department had completed all their work in the area of assessing, upgrading and replacing equipment. Barnett adds that, "For administrative systems, some programs were modified, and Y2K patches were tested by user areas. Also, another set of patches was applied to the office suite of products in PCs in all divisional administrative offices across the College."

"As well," adds Barnett, "...the (IS) department took this opportunity to do other upgrades, such as upgrading the Banner Graphical User Interface (GUI) system."

And what about having staff on hand on New Year's Day? Well, yes we will, according to Barnett. Bashar Amer has arranged that there will be Facilities Management department staff on hand at the College, starting in the evening of December 31, with another shift arriving the morning of January 1, to trouble-shoot for systems problems — mainly hydro, water and gas. These staff will ensure that all problems are identified and rectified in an orderly and speedy fashion. There will also be two security guards at each campus during this period.

As well, IS staff, including Barnett, will be doing remote diagnostics just after midnight on January 1. This will entail making sure that communications systems are working — phones, the internal computer network and the Internet system.

A hefty amount of work, however, will be done in the pre-New Year's period — specifically between December 27 and 31. This will involve detailed work such as printing documents, says Barnett. He offers the example of the Registrar's Office, which will print out student timetables and class lists.

Barnett adds that both the Registrar's Office and the Finance Department have been processing future-dated material for some time already. In fact, since April of 1999, the Finance Department has been using 2000 dates, because the College's fiscal year ends March 31, 2000. And since fall of this year, the Registrar's Office has been inputting information about students who will begin classes at the College in January 2000.

For more information, call Ian Barnett at ext. 4329.

Marketing Competition, cont'd from page 3

Jeff Timmins, served as one of the competition judges. And serving as moderator for the Quiz Bowl was Fred Walker, a part-time College faculty member who teaches the "Media and Public Relations"

rooms used for the competition were produced by Jim Mickle, Co-ordinator of the College's Screen Printing program.

Providing security during the event was a team of 26 first-semester marketing students. Known as the 'white shirt brigade' because of the white T-shirts they wore, they "really did a fantastic

job," according to Suzanne Kavanagh. "They had to be at the hotel from early in the morning until midnight, and they were always enthusiastic," she adds.

For more information, call Suzanne Kavanagh at ext. 2276.

Change Project, cont'd from page 1

Community Services & Health Sciences; Jin Singh, Co-ordinator, Interdisciplinary Studies, Faculty of Business & Creative Arts; Gary Smith, Professor, Faculty of Technology; Susan Stylianos, Director, Student Affairs Department; Chris Wengle, Technology Co-ordinator, Centre for Continuous Learning. The names of two more members will be announced in January.

Q: Does the Implementation Committee have a budget?

A: No. The Action Plan outlines the budgetary commitments the College will make to support the actions. Many of the changes do not require an investment of new funds, but rather shifts in attitudes, shifts in procedures and shifts in current policies.

Q: What will the Implementation Committee be doing in January?

A: In January, they will be helping establish committees and task forces, as well as inviting progress reports from departments.

Q: Who is organizing these committees and task forces?

A: The Implementation Committee will be responsible for organizing them. They will receive strong leadership from the Management Committee, and I will also participate in a supportive role.

Q: How can I make a suggestion or sign up for one of these teams?

A: There are a variety of ways to make a suggestion, either by voice-mail or e-mail. You can contact me, Susan Heximer, any member of the Management Committee (i.e. President Frank Sorochinsky, Vice-President of Corporate Affairs Bob Struthers, Vice-President of Human Resources Sally Roy, Vice-President of Academic & Student Affairs Maureen Callahan), members of the Implementation Committee, College Council members, or any staff or faculty wearing an "Ask Me" button.

To participate in departmental activities, speak with your dean or director. For College-wide activities, speak to either myself, Susan Heximer, or the Vice-President who oversees the division where you would like to contribute. For instance, if you would like to join the Human Resources task force, you could speak with Sally Roy.

Q: How do the departmental work plans fit into the big picture of the Change Project?

A: These work plans will be looked at by myself. I will ensure that they co-ordinate with the College-wide Action Plan. Right now (in mid-December), these two groups of plans exist in parallel. But the Action Plan will help prioritize departmental action plans. For instance, let's suppose that the Educational Resources department identified, in their departmental action plan, the need for the creation of new classrooms. And let's also suppose that one of the recommendations in the Action Plan under the area of educational resources is also that new classrooms be created. And then let's further suppose that the College is awarded funds under the Provincial Government's Superbuild Initiative (these funds are intended for improving the facilities at the College). And so, it will then be up to the Implementation Committee to find concerned and relevant people to define what those new classrooms will look like, and then make sure that the project is completed. In this example, the multiple occurrences created the synergy necessary to achieve the goal of creating new classrooms.

It is very important that everyone understands that the Change Project is a constantly evolving thing. There will be a constant evolution of departmental plans and College-wide plans. A synergy will be created by multiple occurrences when all participants work together to achieve the goals they have identified. As long as people are not participating, but rather waiting in the wings for things to happen, changes simply will not occur.

Safety an important college mandate

— by Mary Samuel,
Human Rights Advisor to the President

Safety is part of the mandate of the Diversity, Equity & Safety Committee and it arises from the work that has been done by the Women's Safety Committee. Unfortunately it has taken an unfortunate incident (i.e. the November 1 sexual assault of a female student in the College's Faculty of Hospitality and Tourism) to remind us that safety is an ongoing issue. This issue must become part of our awareness-raising and training activities, planning and design initiatives, and monitoring practices to ensure that our environment is as safe as possible.

Sexual assault is an extreme form of sexual harassment. In order to meet our responsibilities to each other and also meet our social and legal responsibilities as an institution that provides a safe environment for all students and staff, we must recognize harassment in all its forms and never condone the behaviour when it does occur. The old adage still applies — if we make the environment safe for women, we make it safer for everyone.

To this end the Diversity, Equity and Safety Committee has struck a working group, which will look at the following issues:

1. A review and update of all College policies, programs and practices for safety and security implications, which will include a communications strategy;
2. A review of the work and recommendations of the Women's Safety Committee, as well as other groups that are working on safety or violence-prevention strategies;
3. Training for staff;
4. Strategies to ensure that students are aware of their rights and responsibilities;
5. Accountability protocol for safety and security strategies.

Mary Samuel will be contacting all individuals who have expressed an interest in the committee, or have been identified by the committee as having relevant expertise.

If you have any suggestions or would like to volunteer, please contact Mary Samuel at ext. 4646, or by e-mail at msamuel@gbrownc.on.ca.

Q: What is the "College-wide Communications Plan"?

A: This plan will be developed during the first two months of next year. It will grow out of an audit of what we're doing now in terms of internal communications. It has to address the strident call for better communications, which came out of the October forums as well as the November meetings. The message from participants was that staff and faculty feel "out of the loop" and uninformed. Therefore, this plan must represent a major leap forward in how members of the College community presently communicate with each other.

Q: When will it be published?

A: The Communications Plan will be available in March, 2000.

12 city college news

College seeks funds, cont'd from page 1

The first application, made in mid-November, is for \$17.2 million to help pay for a 5,040 square metre building behind the Faculty of Hospitality and Tourism building at 300 Adelaide Street East, and a 9,000 square metre addition to the main Casa Loma Campus building at 160 Kendal Avenue.

The additions, which could open as soon as September 2002, would add 22 new classrooms, 11 new labs and six new shops, as well as staff offices and common learning areas.

"These state-of-the-art facilities will give the college some badly needed breathing space and room for expansion," says Corporate Services and External Affairs Vice-President Bob Struthers.

Total cost for the new facilities is projected at \$29.7 million. The College would contribute \$11.4 million from its capital fund and the proceeds of fundraising by the George Brown College Foundation.

The second application, made in mid-December, is for a \$21 million facility, that would be called the Ryerson/George Brown Centre for Studies in Community Health, to be built at Ryerson's campus (located northeast of Yonge and Dundas Streets).

The new facility would be designed to support a number of new collaborative programs including four-year degree programs in Early Childhood Education and Gerontology.

"Ryerson and George Brown currently enjoy very positive mutual relationships," says George Brown Academic Vice-President Maureen Callahan. "Both institutions bring complementary strengths in the programs involved in the proposed Centre. With common emphasis on professional and career preparation, the missions of the two institutions also complement each other."

Students transferring from colleges already make up 12 per cent of the university's enrolment in degree programs of all kinds, and 32 per cent of enrolment in its Faculty of Community Services.



TREE TOPPING: Academic Bridging Counsellor Marilyn Stack adds silver bells to the top of the decorated tree that served as a focal point in the Casa Loma gym for the annual staff children's holiday party on December 11. The party, complete with games, crafts and food, attracted more than 170 children and 200 adults. Former Faculty of Hospitality Dean Brian Cooper, once again, donned a red, fur-trimmed suit and handed out gifts to the children.



Cynthia McDonagh, Student Assistant, Student Affairs Department, helps her daughter, Beatrice McDonagh Chamyk, make reindeer antlers at the children's holiday party.

**THE CITY
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Room 542 E, 200 King Street East.
Toronto, Ontario, M5A 3W8
Phone: 416.415.2059
Fax: 416.415.2303

editor: Neil McGillivray
production co-ordinator: Lisa Bischoff
writers: Lisa Bischoff, Neil McGillivray
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